

Austin

CONVENTION & VISITORS BUREAU



MARKETING PLAN 2007-2008



MARKETING PLAN 2007-2008



MESSAGE FROM THE PRESIDENT



In 2004, Austin trailed all major Texas cities in hotel occupancy. Despite being ranked at the top of numerous lists and surveys by national media, Austin still bore the brunt of an economic slump and decline in business travel. At that time, the experts at PKF forecast that, despite the fall, Austin would rebound to lead the state again by 2008.

But, the Austin market has shown incredible resiliency, and we are happy to declare that the experts were wrong! By the end of 2006 and now halfway through 2007, Austin tops all major Texas destinations in both occupancy and room rate, with hotels filled 73 percent of the time on average. Rates have increased 13 percent year to date (April 2007) to just under \$104 per night.

Demand continues to increase, particularly in the leisure market. For the moment, increases in supply remain negligible. Over the next 24 months, supply is poised to expand with a number of hotel projects announced that could add as many as 2,000 rooms to the downtown inventory. As of now, construction has only begun on a University of Texas-owned hotel.

Austin's economy is booming again on all fronts. Construction cranes overshadow the cityscape, with most marking residential developments. The city's stated goal to have as many as 20,000 downtown residents will inevitably affect tourism with shifts in the transportation infrastructure and increased retail to accommodate new residents.

Austin-Bergstrom International Airport continues to experience growth in both passenger traffic and airlift. ABIA was recently cited as one of the five biggest "seat movers" among the country's 50 largest airports. In 2006, airlines added 8 percent more passenger seats to the lift and are expected to increase by another 7.6 percent in 2007. Eleven carriers now fly nonstop from Austin to 46 cities including New York, Boston, Seattle, Denver, Washington DC and Mexico City.

This bodes well for convention business as airlift continues to be a deciding factor for meeting planners. In the past, Austin was often not considered because planners perceived it as being "difficult to travel to." We continue



to market ABIA's airlift, convenient location and unique local ambience, along with a compact downtown meetings package and the city's vibrancy—particularly after hours—to further the understanding of the Austin product. However, we still have much work to do in establishing ourselves as a viable second-tier city capable of handling 75 percent of the nation's convention business.

In 2003, we commissioned a benchmark study on the economic impact of tourism in Travis County and the Austin MSA. As the market was still recovering from post 9-11 at that time, we expected increased visitor numbers from an updated study based on 2006 economic factors. However, we did not expect the growth to be as substantial as what we found. Overall visitation rose nearly 12 percent to reach 19 million visitors in 2006, and the economic impact of tourism now hits \$2.84 billion annually.

Perhaps the most telling number is the increase in tourism-related employment from 65,448 tourism supported jobs in 2003 to 76,442 in 2006, a 5.3 percent compound annual growth rate. In comparison, the overall employment growth in the Austin MSA grew by only 3 percent during the same period. Tourism employment outpaced overall employment growth by 75 percent.

Last September, the City of Austin once again showed a strong commitment to tourism by renewing the contract with Austin CVB as its official destination marketing organization. Over the past 11 years, Austin CVB has consistently promoted Austin, nationally and internationally, as a premier convention and leisure tourism destination. We present this plan as an opportunity to reaffirm our own commitment to perform the best job possible in growing the economic viability of this industry and, thereby, enhancing the quality of life in Austin.

A handwritten signature in black ink, appearing to read "Bob Lander".

Bob Lander
PRESIDENT & CEO
AUSTIN CVB



MARKETING PLAN 2007-2008

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MISSION & OBJECTIVES

MISSION

The Austin Convention & Visitors Bureau is charged with marketing Austin nationally and internationally as a premier business and leisure destination, thus enriching our community's overall quality of life.

OBJECTIVES

The Austin MSA attracts some 19 million visitors annually, who spend \$3.54 billion and leave a \$2.84 billion impact on the regional economy (*City Tourism Impact: The Economic Impact of Travel & Tourism in Austin, Texas*, Global Insight, May 2007). As the city's sixth largest economic sector, tourism is recognized as one of the brightest spots on Austin's economic landscape. With the expanded Austin Convention Center, a downtown hotel package that includes 5,500 rooms with another 2,000 planned over the next three years, four major entertainment districts and increased airlift, Austin maintains improved visibility in the national marketplace as a prime meetings destination. The city is currently positioned to handle 75 percent of the nation's convention business.

Austin CVB presents this 2007-08 Marketing Plan to be implemented as the approved budget allows. The plan focuses on generating business from meetings and conventions, group tours and individual leisure visitors. In pursuit of its mission, the Austin CVB seeks to:

- ★ Increase the demand in the Austin MSA for hotel rooms, attraction visits, package tours, retail sales, restaurant receipts, local transportation and other events and activities that positively affect the economic impact of the local tourism industry
- ★ Boost the demand for and usage of the Austin Convention Center by out-of-town groups and special events that, in turn, draw attendees to stay overnight in Austin hotels
- ★ Through the Austin Music Office, promote Austin music worldwide with national and international media exposure, by booking live music acts for conventions and corporate meetings, and by encouraging patronage of Austin music venues
- ★ Support the economic viability of Austin's growing film industry through activities of the Austin Film Office that assists in scouting locations, logistics and permits, maintaining industry databases and administering web-based locations program
- ★ Gain national and international media exposure for Austin's diverse attractions, unique features, lifestyle, history, local personalities and natural environment
- ★ Support and contribute to the enrichment of Austin's multi-cultural, performing and visual arts, historic, recreational, educational, sports, business and entertainment communities
- ★ Through strong community outreach and with recognized expertise in the tourism industry, contribute to the overall strategic planning for the growth and sustainability of Austin



PHOTO BY DAN HERRON

AUSTIN CONVENTION & VISITORS BUREAU

The Austin Convention & Visitors Bureau is a private, non-profit 501 C-6 corporation contracted by the City of Austin to market the city as a convention and tourism destination. In addition, under terms of this contract, Austin CVB also houses the Austin Film Office, Austin Music Office, Heritage Marketing Department and Austin Sports Commission.

Austin CVB is funded predominantly through a portion (1.45 cents) of the 15 percent hotel occupancy tax. The Bureau operates on a fiscal year calendar from October 1 through September 30. To accomplish its mission and objectives, the Bureau seeks partnerships with hotels, Austin Convention Center, tourist attractions, private sector businesses, publishing and media companies, airlines, car rental companies and others.

STATE OF THE INDUSTRY

Travel in all areas—meetings, corporate and leisure—continues to grow, resulting in hotel occupancies exceeding 70 percent citywide. The biggest growth is in leisure tourism. Despite rising gasoline prices, people continue to travel in record numbers, still preferring shorter, multiple trips throughout the year. With the cost of a tank of gas topping \$3 per gallon, predictions show drive destinations such as Austin being the primary beneficiary of these abbreviated vacations. One of the newest travel trends is labeled as “togetherness” to describe the practice of traveling primarily to enjoy family and friends, but not necessarily making family visits. Examples of this are multi-generational cruises, girlfriend getaways, mother and daughter spa visits, father and son golf vacations, etc. Again, with perceptions of being family-friendly and having numerous recreational and cultural activities for various ages, Austin and the Hill Country make an attractive “togetherness” destination.

National media attention on the city remains positive, particularly regarding the music, environmental, filmmaking and cultural scenes. This publicity complements Austin CVB’s marketing efforts. In order to drill deeper into perceptions about the city as a meetings and convention destination, particularly among planners representing national associations, Austin CVB assembled a Customer Advisory Board this past fiscal year. The board is comprised of 28 of the industry’s most



respected planners who share their expertise and advice with the bureau on varying topics, from improving customer service to re-defining the marketing message. As perceptions about the city still remain somewhat vague, it is crucial that Austin CVB boost advertising and promotional efforts to infiltrate the market with a distinct and memorable message.

Following the record success of conventions in 2006, as predicted, 2007 has been a soft year both locally and throughout the country. The residual effects of the terrorist events in 2001 and resulting sluggish economy negatively impacted business that was booking six and seven years out. Among the biggest success for 2007 and 2008 is the return of the International Music Products Association (NAMM) Summer Session that fills the city in July with 15,000 attendees. As Austin’s reputation grows, the Convention Sales department continues to record an increase in tentative room nights leads. Despite the lull in citywide conventions, an increase in business and leisure travel is keeping hotel occupancy upwards of 70 percent and prompting higher room rates.

The growth in hotel receipts naturally translated to a rise in bed taxes and increase in Austin CVB’s budget. With the additional funds, we allocated additional monies for advertising in both leisure and meetings publications, hosted a number of client events in key markets and stepped up international tourism marketing efforts by attending several tradeshows. Austin CVB continues to scrutinize all programs and direct careful attention to those that do not directly impact hotel occupancy. Our efficient and accountable fiscal controls are carefully monitored by Austin CVB’s Board of Directors to ensure that we invest resources carefully in cost effective marketing and sales programs.

MEETINGS & CONVENTIONS

The goal of our Convention Sales staff is two-fold: aggressive long-term pursuit of large groups to the Convention Center and solid penetration of the short-term group market for individual hotel business. Primary market segments are national and state associations, along with key vertical markets including sports, religious, government, green and multi-cultural groups.

During calendar year 2007, there are 52 groups using the convention center, and 34 of those utilizing multiple hotels. The economic impact of that business totals nearly \$212 million. Year-to-date (5/31/07), the outlook for 2008 also remains soft with 29 definite convention center groups, of which 26 are considered citywide. Another 20 groups remain as tentative.

The department continues to use an innovative Trends Analysis Projection, which was implemented last year. This report forecasts convention booking ahead for eight years to identify voids in the calendar and track booking pace.

Over the past year, Convention Sales expanded marketing efforts in the Washington, DC national association market by making staff changes to assign one sales director entirely to prospecting for potential new business in the region. Austin CVB also reopened its Chicago area satellite office to reposition the city in the Midwest.

Due to increased competition and the necessity of leveraging Austin's appeal to offset the larger marketing budgets of the cities in our competitive set, Austin CVB established a Director of Industry Relations and Strategic Sales position to be actively involved in meetings industry associations and identify possible opportunities for Austin to host many of the meetings of these national groups.

CUSTOMER SERVICE

Whether convention delegates or vacationing families—it's all about the "visitor experience." And Austin CVB's award-winning Convention Services team, complete with some 30 part-time registration assistants, and the knowledgeable staff of the Austin Visitor Center all work diligently to insure the best visitor experience possible.

Now competing in a national arena for business to fill the expanded Convention Center and area hotels, Austin CVB



is negotiating with groups that expect an elevated level of service and additional incentives that had not previously been required. Meeting planners expect and demand results from destinations and are increasingly tasking CVBs to step up to the plate. Austin CVB's Convention Services Department consistently stands out as a shining star by delivering an outstanding level of personal assistance at every step of the process, from preliminary visits with meeting planners to on-site execution of the event. We supply additional resources for convention groups through collateral materials, housing and registration assistance and on-line materials.

With the Passkey Reservation System, the housing office continues to offer new services that facilitate the room reservation process for convention attendees. Among its marketing initiatives for the upcoming year, the department plans to develop a comprehensive digital services kit, available online or on CD.

Three years ago, Austin CVB moved the Austin Visitor Center to Sixth Street to better serve the needs of visitors. In doing so, we also received recognition for our efforts in preserving and renovating the historic Grove Drug building. While the Visitor Center's walk-in traffic increased, the biggest success of the new location has been the growth in retail sales. Since the relocation, gross revenue receipts have risen nearly 75 percent. With that growth, the Visitor Center has reached its goal of becoming self-funded.

MARKETING COMMUNICATIONS

Austin continues to receive outstanding media coverage from local, statewide, national and international outlets. In November and December, three of the largest travel publications—*Conde Nast Traveler*, *National Geographic*



Traveler and Travel + Leisure en Espanol—all featured major stories on the city. In addition, the city is a favorite destination for production companies from the *Food Network*, *HGTV*, *Travel Channel* and *Discovery Channel*. A Canadian travel media tour hosted by the Marketing Communications department in

November resulted in excellent editorial coverage from the *Toronto Sun*, *Globe & Mail* and *Winnipeg Sun*.

The Marketing Communications Department proactively pursues media coverage through an ongoing schedule of press releases, media visits and familiarization tours. Goals for the upcoming fiscal year show an increase in the number of press releases and media contacts, as well as two additional media tours and media missions/ events in New York, Chicago and Washington DC. In addition, the department has budgeted to participate with the Texas Tourism department at International Travel Market in London to build on international interest in the city.

A new advertising campaign launched this past year with the theme of "Austin Now Playing." The icon created for the campaign has been incorporated into a new design for the successful *Austin Official Visitor Guide* and *Austin Meeting Planner & Destination Guide*. The department also introduced a new electronic consumer newsletter, which it sends to nearly 30,000 subscribers who have opted in to receive regular communications from Austin CVB. It also contracted with The Map Network/Navteq, which provides the interactive map for Austin CVB's website, to produce new city and downtown maps for the bureau.

Austin CVB unveiled a new website in early fall 2005. Since that time, website traffic has increased 106 percent. The Marketing Communications manager works continuously to improve, upgrade and enhance tools and information on the website, including implementing a search engine optimization plan during the past year to direct more traffic from search engines such as Google to the site. Plans for the upcoming year call for a new design, as research indicates that most sites have about a two-year lifespan.

LEISURE TOURISM

In the leisure travel market, consumers continue to plan shorter, regional vacations to nearby drive markets, which bodes well for Austin. Our biggest competition for leisure travelers comes from neighboring Texas cities. This year's plan allocates more funds to innovative promotions and advertising, including cable television and radio schedules, in order to keep pace with the marketing programs of those cities.

With Austin's increased visibility in the national media and trends showing an increase in regional travel, leisure tourism represents the greatest area of growth for Austin. We see this as an opportunity to pique the interest of domestic and international tour operators who have not explored this market and to increase the number of individual leisure trips, particularly through travel packaging. Austin CVB has contracted with Travel Spike to provide a new online travel packaging system and call center. We continue to leverage our partnerships with local attractions and neighboring Hill Country towns to boost regional marketing efforts. During the past fiscal year, the Tourism Department worked with several new tour operators who added Austin to their itineraries for the first time.

In FY 2006-07, Austin ventured back into the international market with the Tourism Department attending tradeshows in Mexico and Germany to generate group tour and individual leisure business in those countries. The Mexico initiatives were developed primarily in partnership with AeroMexico's new service to Mexico City and Cancun. The department also hosted a Mexico media tour in conjunction with the opening of the new Round Rock Outlet Mall and a FAM tour of golf tour



operators from the United Kingdom. Austin plans to expand its international efforts during the upcoming fiscal year.

For the first time, Austin CVB hosted a luncheon during National Tourism Week to call attention to the industry and its impact on the local economy. More than 300 people attended the event. Due to the success of the inaugural luncheon, we have included it in the budget as an annual event.

HERITAGE MARKETING

Another area for potential growth comes from heritage tourism, a large segment of the \$40 billion Texas tourism industry (*Texas Historical Commission*). By extending and enhancing the programs of our Heritage Marketing Department, we can direct more travelers toward experiencing Austin's unique heritage and culture. For the past three years, *AmericanStyle* magazine has recognized Austin as one of the country's top cultural destinations.

In ongoing partnerships with the multicultural, preservation and heritage communities, the Heritage Marketing Department continues to sponsor a Black History Month celebration in February and co-sponsored a new antiques show at the Austin Convention Center in the spring.

FILM & MUSIC MARKETING

For seven consecutive years, Austin's film budgets have totaled more than those for all the rest of Texas cities combined. Austin CVB's Film Office capitalizes on the city's popularity as a leading film location. After the successful launch last year of "Reel Scout," a web-based scouting program, the department added several new upgrades to the system this year. In addition, it worked with the communications department to convert the *Austin Film Guide* into an online, downloadable version that has been well received by the film community.

In recognizing and promoting Austin as the Live Music Capital of the World®, Austin CVB aggressively markets local music to convention groups, organizations and media. In doing so, the Austin Music Office will book



PHOTO BY ANDY SCHRADER

nearly 200 local acts for meetings and events during this fiscal year. The Music Marketing Director works closely with the music community to provide continued support and explore new promotional opportunities to utilize one of the city's greatest assets. In partnership with Austin Energy and the Austin Latino Music Association, the Music Office assists in planning, promoting and producing the annual Austin Latino Music Month each May. This department also produces a compilation CD of Austin music that is used as a primary promotional tool by the ACVB staff at tradeshow, as client gifts and for media distribution. It has added a second, holiday CD to its production schedule.

CONVENTION SALES

MISSION

The Convention Sales Department promotes Austin as a premier meetings and convention destination to meeting planners throughout the world. The primary objective is to generate meeting and convention business for Austin hotels, the Austin Convention Center and other meetings venues in the greater Austin metropolitan area.

CONVENTION SALES OVERVIEW

This department continues to receive tremendous interest in Austin as a meetings and convention destination in all market segments. The city enjoys a positive perception in the minds of prospective clientele, which is reflected in the record volume of leads that have been issued over the past 24 months.

Leads are one of the most critical indicators for convention sales measurement. They relate to the market's interest in the destination, and, more importantly, demonstrate a positive perception in the market place.

Based on the 2006 Professional Convention Management Association (PCMA) Meetings Industry Survey, due to the current hotel inventory and convention center size, Austin is capable of handling up to 76% of the current meetings market. The type of business—the small-to-medium-size national association conventions—that this market represents is one of the strongest and most coveted segments of the industry. The value of this business is based on its resiliency to varying economic conditions, as well as the ability to layer the business together with other similar types of meetings into the city.



Due to the increased interest in Austin as a national meetings and convention destination the department has shifted sales and marketing strategies. Among the dynamics influencing this change are:

- Destination perception by potential clients who have not previously considered Austin
- Expansion of the type of meetings now considering Austin
- A consistently evolving and intensely competitive marketplace
- Robust local hotel economy
- Announced and potential increases of local hotel inventory

ACVB promotes the following key selling points that are critical factors in the decision process of meeting planners/decision makers:

- Safe and walkable downtown
- Compact and diverse hotel package
- Unique and accessible entertainment districts
- Interesting attractions
- Good accessibility (air and drive in)
- Large regional population (15 million+) and diverse economy within one-day drive of the city
- A destination with its own original flavor that provides a memorable experience for the visitor

GROUP NAME	DATES	PRN	TRN	ATTENDEES
Society of Gynecologic Oncologist	3/23-28/2012	803	3,562	1,600
NACHA – The Electronic Payment Assn.	5/12-18/2011	1,800	6,525	2,200
Biomedical Engineering Society	10/5-10/2010	700	2,585	3,500
Society for Imaging Science & Technology	9/13-17/2010	470	2,280	775
Texas High School Coaches Association	7/18-22/2009	3,075	9,675	12,500
F&W Publications, Inc.	6/24-27/2009	1,800	6,855	3,500
Texas Commission on Environment Quality	5/9-14/2009	1,800	5,005	4,600
Destination Imagination	4/3-5/2008	1,750	3,575	6,000
Endorfun Sports	11/5-7/2007	1,500	5,200	3,000
Texas Department of State Health Services	7/28-8/4/2007	800	3,585	1,200
Texas Amateur Athletic Federation	7/26-29/2007	2,000	6,200	10,000
Worship Leader Partnership	7/22-27/2007	1,000	4,800	2,000

STATE OF THE INDUSTRY

During FY '06-07, the Convention Sales Department implemented two new programs—industry relations and a Customer Advisory Board. Austin, as a destination, has not fully maximized the sales and marketing opportunities as it relates to the major industry associations such as PCMA, ASAE, and MPI on regional and national levels. More active involvement at the board and committee levels allows ACVB to learn more about current trends in the industry, client needs, competition and how to strategically promote Austin from a sales perspective. The position of Director of Industry Relations and Strategic Sales was created as a liaison to the industry's leading associations, as well provide the sales team with insights into trends and analysis of the current state of the business. This area presents immediate sales and marketing opportunities.

Several challenges continue to confront the ACVB convention sales efforts, including:

- Hotel availability, gaining room-block commitments and delivering a suitable housing package
- Developing competitive convention center pricing packages
- Increased competition and infrastructure development nationwide
- Market shifts in the local economy
- Changes in the internal sales processes and shifting to a more proactive aggressive sales approach

Hotel availability and room blocks

Gathered data indicates that one of the leading reasons Austin fails to secure more "A" business (citywide conventions) results from the inability to deliver a suitable, compact room block compared to other competitive cities. With 5,500 downtown hotel rooms, the sales team faces significant challenges in trying to develop room-block commitments of 1,500-2,000 on peak in a package that meet the needs of groups. To offset this issue and be able to compete more effectively, sales directors look further out (2011 and beyond) to solicit groups of that size that may allow for greater flexibility with room blocks.

Competitive convention center pricing

Austin Convention Center is physically one of the most flexible and user-friendly facilities in its class. However, in the past the ACVB Sales Department faced challenging pricing packages that prevented Austin from securing a greater share of the national association conventions. Center rental is the key deciding factor in the marketplace, followed by location and physical layout when groups consider various destinations for their conventions. Utilities, food, beverage and audio visual rates are rarely used as factors in the selection of a convention center. In the current fiscal year, Austin has been under priced in rental rate by cities such as Baltimore, Philadelphia, San Francisco, Seattle, New Orleans, San Diego and Denver, resulting in a significant room night loss for Austin. The ACVB Sales Department continues to work with ACCD staff on establishing more competitive pricing in order for Austin to achieve its full potential as a meetings and convention destination in the national marketplace.

Across the nation, there continues to be an increase in new hotel projects and convention center developments/expansions. Included in this trend is a major hotel/destination development (Gaylord National, Washington D.C. and The Anatole in Dallas) as well as new large hotel projects (800-1200 rooms) either planned or under construction in key competitive cities such as San Antonio, San Diego, Seattle and Indianapolis. Convention center expansions continue in Phoenix, Indianapolis, Cincinnati, Las Vegas and the recently completed West Building in Chicago. Many of these projects are being built to target the same size business that Austin is pursuing. As is the case in most expansion projects, prior to the opening they tend to offer very competitive pricing and incentives in order to place future business on the books. Cities realize the importance of the convention business and the revenue that it generates and are looking to their CVBs to secure more business for the destinations. CVBs work closely with their cities, convention centers and key stakeholders to develop aggressive incentives and cooperative marketing strategies such as "buy down" funds for center rental and/or financial incentives to lure groups. There are many "best practices" available that Austin can implement to increase its share of this lucrative business.

Market shift

Market shifts dictate the current production and sales focus. Austin's robust hospitality market is forcing changes in the type of business that ACVB solicits. The markets that produced well for Austin over the past several years (sports, government, Texas state associations, SMERF) are no longer as viable as in the past. As a result, Convention Sales has increased efforts in the producing markets (small short term meetings, corporate meetings, national association and technology meetings) for Austin. Additionally, as local hotel occupancy and rates continue to rise, hotels hesitate to offer maximum room blocks and necessary rates to secure convention business in future years. This situation significantly impacts production in future years.

Internal sales processes changes; developing more proactive sales efforts

In looking at the current market conditions, ACVB completely reviewed overall business processes within

the Convention Sales Department. This review focused on staffing, deployment, market coverage, processes and sales and marketing strategies. In 2006, the department implemented the monthly STS (Strategic Tracking System) meetings as a method of expanding the sales universe, exploring new business opportunities and developing a more comprehensive view of competition in terms of group rotations to various destinations. The department also developed a more detailed analysis of sales production in terms of better identifying and understanding the needs of customers, pinpointing where business is coming from and assessing why and to what cities business is lost. Convention Sales continues to use the TAP (Trends Analysis and Projections) report to provide an objective view of production, as well as a comparison to other Texas destinations. This information is critical to targeting business in "soft years," and it helps us to create the road map to a more aggressive and proactive sales effort.

DEPARTMENT OVERVIEW

The responsibilities of the Sales Team members are divided by both region and group type. The team was realigned to better address the priorities outlined above. The Convention Sales staff is as follows:

TITLE	NAME	ASSIGNED MARKETS
Vice President of Sales	Rob Hampton	
Dir. of Industry Relations	Mary Kay Hackley	House accounts & Strategic Sales
Assistant Director of Sales	Shannon Cannon	Texas
Dir. of National Accounts, Eastern Region	Kumi Anzalone	Washington, DC
Dir. of Business Development	Mark Szymczak	All markets
Account Director, Eastern Regional Sales	Meredith Brown	Mid-Atlantic
Dir. of Midwest Regional Sales	Sarah McCabe	Midwest
Account Director	Kelly McBride	Midwest
Account Director	Maurice McCloney	Southeast; African American
Account Director	Donna Cottle	Government; Religious
Account Director	Alysia Tata	West Coast; University of Texas
Executive Director, Austin Sports Commission	Matthew Payne	Sports
Account Director, Austin Sports Commission	Matt Wilson	Sports
Executive Meetings Manager	Lisa Perry	Under 150 rooms
Executive Meetings Manager	Lindsey Thomas	Under 150 rooms
Sales Analyst/Program Mgr.	Christine Cramer	Monthly sales reports/ analysis

	FY 2005/2006	FY 2006/2007	FY 2007/2008
Annual Goal	410,000	420,000	400,000
"A" Business Goal	228,000	231,000	200,000
"B" Business Goal	152,000	155,400	168,000
"C" Business Goal	30,000	33,600	32,000

SALES ACTIVITIES, 2007-08:

Site Visits	80
Tradeshows	16
Sales Missions	17
Partnered Events	20

Goal 1: New Business Development

Trade shows, client events and sales missions continue to be a priority in prospecting for new business.

STRATEGIES:

- Implement a comprehensive, strategic new business prospecting plan for each account director.
- Conduct monthly STS with account directors to ascertain new business. Each account director identifies new business opportunities as well as all potential customers in their specified markets and is responsible for monthly review of these opportunities with a focus on groups that utilize the convention center and multiple hotels.
- Expand sales focus on such vertical markets as technology, music, film and green meetings that play to Austin's business and cultural demographics.
- Expand upon the multi-cultural market as a potentially valuable market segment for Austin. Leverage Austin's unique characteristics and diversity to solicit these groups in considering the city as a potential meetings location. Coordinate marketing efforts with the Hispanic, African-American and Asian chambers of commerce.
- Direct the Hyland Group to identify new business in the major markets outside of Chicago and DC metro areas.
- Create working relationships with various brand hotel national sales office that have existing client relationships.
- Drive brand awareness in key markets by hosting high profile client events at industry meetings and sales missions.
- Target third-party planners and association management firms (Smith Bucklin, Conferon, Conference Direct, International Meetings Network, Helms-Briscoe, Talley Management, Anthony Janetti, etc.) to host regional or board meetings with these organizations.
- Improve business mix and define sales universe.
- Build on the momentum created in the critical key markets of Washington, D.C., Chicago/Midwest, and Denver/West by positioning Austin as a unique, emerging, accessible and affordable destination to compete for the larger national meeting and conventions.
- Increase awareness of Austin in key target markets through direct sales, site visits and tradeshows.
- Concentrate efforts on short-term bookings for 2008-2012, as well as an aggressive prospecting campaign for opportunities that produce 1,000-2,500 rooms peak night for future years.
- Further develop the national association business from the following cities/areas; Kansas City, California, Northeast (NY, NJ and Philadelphia), St. Louis, Atlanta, Indianapolis and Southeast.
- For specific new business opportunities, target local business leaders who are members of the associations to assist in presenting Austin as a potential host at annual meetings and conventions.

Goal 2: Secure and maintain annual local business.

The state and regional association markets remains a mainstay for both short and long term business, which provides a strong base for Austin hotels and the Austin Convention Center.

STRATEGIES:

- Continue to work closely with these groups to assure that Austin remains in their rotation patterns. Focus on organizations that require 1,000-2,500 peak room nights as these programs offer the strongest impact for the city.
- Coordinate sales missions in Dallas, Houston and San Antonio to thank existing clients for their business and prospect for new business.
- Coordinate sales missions in Austin, with hotels and the ACC, to thank existing clients for their business and seek new sales opportunities.
- Create a local client appreciation event.
- Participate in local industry meetings and events (IEEE, MPI, etc.) to network with existing clients.

Goal 3: Develop sales collateral and marketing materials to support direct sales efforts.**STRATEGIES:**

- Work with Communications Department to maximize national media exposure for meetings and conventions.
- Develop sales collateral materials (bid books, power point presentations, rack brochures, trade show materials, etc.) that reflect Austin brand.
- Increased technology, including enhanced digital marketing center and advanced e-marketing system.
- Produce new sales video.
- Develop a direct marketing campaign to the national association market.

Goal 4: Enhance Austin's convention sales and marketing efforts through direct customer feedback.

ACVB initiated its first Customer Advisory Board, comprised of 28 of the industry's leading association and meeting executives. This group will serve for two years and meet twice yearly. The overall goal is use this group

to assist ACVB and its stakeholders in securing more business, providing the highest service levels possible and preparing Austin to reach the next level as a meetings and convention destination.

STRATEGIES:

- Continue to implement new sales and marketing strategies based on the feedback provided by the Customer Advisory Board.
- Incorporate best practices based on the board's experience.
- Create one-on-one new business opportunities with each of the board members.
- With the CAB members, create advocates within the industry for Austin as meetings destination to the industry
- Utilize testimonials from board members during sales process

CUSTOMER ADVISORY BOARD MEMBERS

Eve Becker-Doyle	National Athletic Trainers Association
Sandra Blum	Texas Dental Association
Michael Brennan	Anthony Jannetti Inc.
Lori Buster	Medical Group Management Association
Don Canada	Professional Association of Event Managers
Wendy Christner	American Pharmacists Association
Stephen Clark	Stephen Clark & Associates
Pamela Donahoe	American Mensa
Barbara Dunlavey	Biomedical Engineering Society
Eddy Edmondson	Texas Nursery & Landscape Association
Ian Fardy	Health Industry Distributors Association
Robert Floyd	Texas Music Educators Association
Tricia Hall	Tricia Hall & Associates
Michelle Horton	Ecological Society of America
Kristin House	ConferenceDirect
Brian Knapp	International Meetings Network
Lauren Kramer-Whelan	Meeting Priorities Inc.
Merry Leonard	Association of Water Board Directors—Texas
Pat Martin	International Music Products Association
Shelley Martinek	Association of Progressive Rental Organization
Ella McDowell	National Council for the Social Studies
Robin Preston	National School Board Association
Deborah Sexton	Professional Convention Management Association
Pete Tinsley	Association for Information Systems
Brad Weaber	Experient
Tina Wehmeir	Talley Management Group, Inc.
Liz Wells	Snack Food Association
Christopher Williston	Independent Bankers Association of Texas

CONVENTION SALES CALLS AND BUSINESS DEVELOPMENT ACTIVITIES, FY 2007-08

FIRST QUARTER	
Event	Type
Hyland Group BureauFest - DC	Business Development
Hyland Group Luncheon – Chicago	Business Development
The Mix – DC	Business Development
IAEM Expo	Tradeshow
Holiday Showcase	Tradeshow
Texas Area Sales Calls	Sales Trip
Midwest Sales Calls/Client Event	Sales Trip
DC Sales Mission/Client Event	Sales Trip
West Coast Sales Calls	Sales Trip
NCC-MPI (Northern California)	Tradeshow
NCBMP	Tradeshow
Local Austin Client Appreciation Event	Business Development
Chicago Client Event	Sales Calls
Rejuvenate Marketplace – Dallas	Tradeshow
SECOND QUARTER	
Event	Type
West Coast Sales Calls	Tradeshow
MICC – Denver	Sales Trip
Local Sales Calls – Austin	Business Development
Government Sales Calls (DC)	Sales Trip
Midwest Sales Calls	Sales Trip
Southeast Sales Calls	Sales Trip
TSAE Southwest Showcase	Tradeshow
PCMA Annual Meeting	Conference
RCMA Annual Meeting	Tradeshow
MPI-PEC	Tradeshow
NCCMPI	Tradeshow
Destination Showcase DC	Tradeshow
Northeast Sales Calls	Sales Trip
UT Appreciation – Austin	Business Development
THIRD QUARTER	
Event	Type
Chicago Client Event	Business Development
TSAE Invitational	Business Development
West Coast Sales Calls	Sales Trip
Midwest Sales Calls	Sales Trip
SGMP Annual Convention	Tradeshow
GAMPI – Atlanta	Tradeshow
Multicultural Sales Calls	Business Development
Springtime in the Park – DC	Tradeshow
DC Client Event	Business Development
FOURTH QUARTER	
Event	Type
Government Sales Calls (DC)	Sales Trip
Midwest Sales Calls	Sales Trip
Northeast Sales Calls	Sales Trip
Southeast Sales Calls	Sales Trip
Destination Showcase Chicago	Sales Trip
TSAE Educational Conference	Business Development
ASAE Annual Meeting	Tradeshow
Affordable Meetings- DC	Tradeshow
MPIWEC	Tradeshow
Northeast Sales Calls	Business Development

SPORTS COMMISSION

MISSION

The mission of the Austin Sports Commission is to recruit, grow and retain sporting events in the greater Austin area. Sporting events in the community play a significant role in the economic impact of the city.

The Austin Sports Commission works hand in hand with local organizing committees and event organizers in order to identify possible venues, secure hotel space and assist in sponsorship acquisition for clients on a national level. The Sports Commission also works diligently in locating national governing bodies wishing to secure a host city for their specific disciplines.



HISTORY

In mid-2003, members of the board of directors of the Greater Austin Sports Association (GASA) approached the President & CEO of the Austin CVB to gauge the Bureau's interest in absorbing GASA. At the time, no assessment had been made of the sports market relative to the impact it could have on the local economy. The Bureau decided to forego the offer from the board of directors of GASA in order to spend adequate time researching prospects for the local sports market.

After two years of research, quantifiable results and planning, the Bureau leadership determined the sports market was indeed viable. In the first year of marketing to sports enthusiasts, the Bureau realized substantial growth, increasing from 13,000 hotel room nights to nearly 90,000 hotel room nights in a single year. The sports market became one of the top producing segments in the Bureau's sales efforts. The ACVB Board of Directors recommended proceeding with the development of a fully staffed sports commission to increase Austin's share of the sports events market.

Some of the more notable events that have taken place in Austin as a result of Sports Commission efforts include the following:

- **USA Volleyball Adult Open Championships**
USA Volleyball has showcased its USA Open Volleyball Championships since the organization's

founding in 1928, and comes to Austin for the first time in the summer of 2007. The event is one of the largest national championships in any sport in the United States and attracts some 6,000 athletes to the city.

- **Texas High School Coaches Association**

After rotating to several different Texas cities for the past 70 years, the THSCA made Austin its home for the 2006 Annual Convention and All-Star Games. THSCA has grown from 28 to almost 16,000 members, making it the largest organization of its kind in the world. The annual coaching school boasts an attendance of more than 12,000. Because of the success of the Austin event, the Austin Sports Commission is in the process of securing this event for future years.

- **FLW Wal-Mart Tour**

One of the most lucrative bass fishing tournaments in the world, FLW Tour kicked off the 2007 season at Lake Travis. The tournament featured 400 anglers from 37 states, Australia, Japan, Spain and Italy, with 200 of the world's best bass pros fishing for a top award of \$125,000 cash. Coverage of the tournament was broadcast to 81 million Fox Sports subscribers in the United States on March 18 and 25 as part of the FLW Outdoors television program.

The Austin Sports Commission is currently working with numerous national sports governing bodies to secure additional new business to the city. Included are:

- United States Masters Swimming
- World Triathlon Corporation IronMan
- USA Fencing
- NCAA Athletics / University of Texas Athletic Department
- National Veteran Wheelchair Games
- Orange County Choppers
- American Youth Football
- Xterra Global Tour

DEPARTMENT OVERVIEW

Three employees, operating under the purview of the Austin CVB, staff the Austin Sports Commission. An Executive Director oversees operations on a day-to-day basis with assistance from an Account Director and Coordinator. The CVB provides offices for the Sports Commission, and the Executive Director reports to the President & CEO of the Bureau.

The Sports Commission actively promotes Austin as a destination to event organizers and their boards of directors, and it actively follows up with organizers to ensure the event's success by sharing a working knowledge of the city and providing information regarding local service providers.

The Commission's client list covers myriad events from the professional level to the amateur level and includes all age groups. Marketing efforts capitalize on Austin's image as a participatory sports market. Austinites aren't just spectators; they're participators, and national governing bodies and event rights holders find that very attractive.

Presently, the Austin CVB funds 100% operating expenses of the Sports Commission. The staff plans to utilize every opportunity possible to supplement the funding and has identified several strategies by which to accomplish this. All revenues in excess of expenses will be retained in a "bid pool" in order to become more competitive with other cities in securing sporting events.

A 27-member board of directors, comprised of men and women from all walks of life and with an interest in sports and recreation, oversees the Commission. Board members are, as follows:

Scott Abel	St. Edward's University	<i>Associate AD</i>
Scott Alves	Centex Beverage	<i>Director of Marketing</i>
Jim Baker	UT Athletic Department	<i>Associate AD, Events & Operations</i>
John Berlet	Seniors Advisory Group	<i>President</i>
Mike Berry	Austin Toros	<i>President</i>
Jack Boone**	Smith Barney	<i>VP Investments</i>
Paul Compton	Thomas & Murphey	<i>President</i>
John Conley	Austin Marathon	<i>Race Director</i>
David Contreras	Impacto Group LLC	<i>Senior Advisor</i>
Jerry Conway	Sonic Restaurants	<i>President</i>
Gerald Daugherty	Travis County	<i>County Commissioner</i>
Brad Davison	Capital of Texas Triathlon	<i>General Manager</i>
Mike Duncan	Lone Star Soccer	<i>General Manager</i>
Karen Fenske	Fed-Ex Kinko's Classic	<i>Tournament Director</i>
Chip Gist	The Golf Club at Circle C	<i>General Manager</i>
Kevin Grandin	White Lodging	<i>Regional VP</i>
Sam Guzman	SGJ Essential Services	<i>Principal</i>
Tim Hayden	Game Plan Marketing & Events	<i>President</i>
Bucky Lamb	Rodeo Austin	<i>General Manager</i>
Bob Lander	Austin Convention & Visitors Bureau	<i>President & CEO</i>
Jay Miller	Round Rock Express	<i>President & COO</i>
Luisa Mauro	Greater Austin Restaurant Association	<i>Board Member</i>
Tony Sahyoun	Wyndham Austin	<i>General Manager</i>
Kenneth Sims	Former UT & NFL Football Player	
Warren Struss	Austin Parks and Recreation	<i>Executive Director</i>
Cal Varner	Cal Varner & Associates	<i>Principal</i>
Pete Webb	Glazer's Distributing	<i>District Manager</i>

** Board Chairman

CURRENT MARKET OVERVIEW

In Austin's robust hotel market, occupancy numbers continue to rise, and hotel demand is stronger than in previous years. Under these conditions, it is more difficult to meet the needs of the sporting event participants due to the higher priced room rates.

Participants typically travel on their own funds and seek the best available deals. This practice leads to inaccurate numbers when justifying overnight hotels stays by hotel blocks alone.

Since hotels typically offer lower room-block commitments for these types of events, the consumer often stays at hotels outside the contracted hotels. This practice makes it difficult to accurately measure the economic impact of specific events. Under current conditions, the Austin Sports Commission assigns a premium value on out-of-town attendance at sporting events as a means to better determine the economic impact and the number of room nights consumed in the city. This information is gathered from a pre-event verification form. Along with the customary hotel block contracts, this new document creates another means to accurately depict the number of out-of-town participants that travel to Austin for an event.

Austin remains a viable market as it relates to the sports consumer. The goal is to identify periods of need in the city and to fill those vacancies with sports business by identifying sports organizations that may accept higher room rates in order to hold the events in Austin. Customer attendance tends to increase if the event occurs in a city that people want to visit.

THE SPORTS TRAVEL CONSUMER *

- Professional and amateur sports events are attended equally while traveling. Among amateur events, high school and college sports are most popular.
- Attending the sports event is the primary purpose of trip for most sports events travelers (76 percent).
- Most sports events travelers are spectators (84 percent). One-fourth of all sports events travelers attended events to watch their children or grandchildren play.
- Summer is generally the most popular season for sports events travel. "Sports events only" travelers (those participating in no other trip activities) are the lowest spending group of sports events travelers (spending less than \$100 per trip), and show a slight preference for the fall.
- Most sports events travelers are taking pleasure trips (78 percent), usually focused on entertainment and outdoor recreation. Multi-activity travelers (those enjoying other trip activities in addition to sporting events) are more likely to be visiting friends and relatives, while those in the highest spending category (\$500 or more), are more likely to be traveling on business.
- Similar to all U.S. travel, the largest share of sports event travelers originate from and travel within the South census region. Sports events travelers, however, are more likely than all U.S. travelers to originate from and travel to the Midwest census region.
- Sports events travelers are generally younger than average U.S. travelers. They are also more likely to have children and be employed full-time. Sports events- only travelers are more likely than multi-activity travelers to be married and have children.

**Source: Travel Industry of America Association*

MARKETING GOALS & STRATEGIES: FY 2007-2008

	Annual Goal 06-07	Annual Goal 07-08
Room Nights*	110,000	48,000*
Event Leads	75	75
Fundraising Development	\$125,000	\$100,000
Fundraising Development	36	36

* Reflects change in qualified room night criteria for upcoming fiscal year

Goal 1: Sports Marketing

STRATEGIES:

- Identify local organizing committees that currently exist within the city in order to maximize strength during bid process
- Encourage current customer base to expand their reach and marketing efforts in order to attract more out of town visitors
- Expand prospecting efforts to include higher rated meetings and events
- Seek events that can take place during value periods

Goal 2: Increase visibility of destination

STRATEGIES:

- Pursue events and event rights holders that leverage television and other media coverage
- Further relationship with University of Texas Athletic department in order to attract more nationally televised events into the area, thereby increasing exposure of Austin
- Encourage events holders to increase their media relations efforts
- Work with Communications Department to develop collateral materials, increase media exposure and enhance sports information on website

Goal 3: Management of Sports Commission Board of Directors

STRATEGIES:

- Determine the proper model for a board member and pursue those individuals who fit the role from within the community
- Communicate in an effective and concise way the mission of the board member and the expectations associated with this role

Goal 4: Fundraising

STRATEGIES:

- Identify potential avenues for the Sports Commission to raise funds for future events coming to the city
- Take full advantage of IRS non-profit status
- Motivate board members to become fundraisers
- Plan fundraising events by utilizing local event marketing companies and other marquee non-profit organizations
- Continue to work on legislation that benefits sports tourism

Goal 5: Build local and regional corporate network

STRATEGIES:

- Connect with national, regional, and local companies that can benefit by branding their product or service to events occurring in the city
- Locate the companies that can assist sporting events with financial support

CONVENTION SERVICES

MISSION

The Convention Services Department supports definite meetings and conventions bookings by providing customers with assistance and services that benefit and enhance their meetings. From assisting in the initial sales process to final execution of the meeting, the Services Department strives to assist planners in making their Austin events as successful as possible, often resulting in a commitment to return with future business. The department connects each organization with local business, provides housing registration and offers on-site registration assistance to contracted meetings.

DEPARTMENT OVERVIEW

Convention Services continues to be one of the most dynamic aspects of any CVB. In today's marketplace, clients rely more than ever on Convention Services departments for everything from housing assistance, site inspections, venue suggestions, pre-show promotion and expertise in creating a truly memorable experience for their attendees.

Convention Services proves vital to the sales cycle. Effective Convention Service efforts open the door to a potential for increased sales opportunities. A successful meeting depends on the entire experience, which starts with the personal assistance extended to planners by the services staff.

An efficient Convention Services department challenges itself to remaining attuned to client needs at present and in the future. Advance technology, such as customized micro sites, promotional e-mail blasts and an array of automated housing system features, are necessities in the market. ACVB's Services team strives to meet this

challenge by using a "high tech with a high touch" approach.

Despite technological development and its impact on the meetings business, a superior Convention Services department depends on the human element. In that arena, ACVB remains very strong in terms of experience and commitment.

The department consists of a Director of Convention Services, Assistant Director of Convention Services, Convention Services Manager, Housing Manager, Convention Services/Housing Coordinator, part-time housing clerks and approximately 30 part-time registration assistants.

The following plan outlines initiatives for the upcoming fiscal year that continue to showcase the world-class reputation of the award-winning Services department and strategies to further enhance the offerings and services that clients have come to expect.

INTRODUCTION TO CONVENTION SERVICES

Meeting planners are introduced to Convention Services either in the booking stage, during site visits or from informational packets sent to contracted business.

REFERRALS/SERVICE LEADS

Planners or conference committee members often seek recommendations on local products, venues and services. Convention Services provides lists of local resources, along with the Meeting Planner & Destination Guide, and directs clients to the ACVB website. Convention Services offers an online supplier lead-referral service to assist planners in securing local suppliers for their meetings.

ATTENDANCE BUILDERS

The Services Department exhibits at conventions of some larger groups in the year prior to their Austin meeting. The purpose is to inform conference attendees about Austin and encourage attendance the following year.

SITE INSPECTIONS

Convention Services assists planners with scheduling appointments and accompanying them on tours of local facilities and to meetings with local conference suppliers.

PLANNING MEETINGS

Services staff members meet with clients to assist in pre-planning and conference needs.

CONFERENCE PROMOTION

For assistance with conference promotion, Services provides collateral and promotional ideas. They design and send e-blasts promoting the convention and Austin to encourage attendance.

CONVENTION HOUSING

The Convention Services department also includes the ACVB's convention housing service. For multi-hotel conventions, the housing department handles reservation

assignments to the contracted properties. Real-time, internet-based housing is offered and allows the attendee to book, change and cancel reservations online. The Bureau builds the website, manages the inventory, submits reports to hotels and handles reservation requests.

REGISTRATION ASSISTANCE

ACVB currently employs 30 part-time, on-call staff to assist conventions with registration, cashiering, room monitoring, packet stuffing, information booths and general conference support.

BROCHURE FULFILLMENT

For groups of all sizes, Services provides brochures and maps highlighting things to see and do in Austin. Photographic images, videos and promotional items are also available.

LOCAL SUPPLIER MEETINGS

Department staffers familiarize themselves with area businesses and resources available to conventions. They meet with these companies to better understand the scope of the business and to encourage the business to be listed in the Meeting Planner and Destination Guide and on the ACVB website.

PRE- AND POST-CONVENTION MEETINGS / POST-CONVENTION SURVEYS

Pre-convention meetings are scheduled with larger groups utilizing multiple services to review all conference details and process last minute changes. A post-convention meeting is also held to identify processes that worked well and to recommend areas for improvement. Post-convention surveys are sent to group organizers to gauge responses about the event and obtain final figures for possible future bookings. Survey results, reported quarterly and annually, are shared with industry partners.

CONVENTION SERVICES GOALS/STRATEGIES, FY 2007-08

GOALS	Monthly Goals 06/07	Monthly Goals 07-08	Annual Goals 06-07	Annual Goals 07-08
Groups Served	79	83	950	1,000
Registration Assistant Hours Provided	333	250	4,000	*3,000
Reservations Assigned	1,291	1,291	15,500	15,500
Supplier Referrals	14	14	168	168
Site Visits	3	3	36	36
Planning Meetings/Visits	4	4	48	50
Pre/Post Convention Meetings	2	2	25	25

*No longer offering complimentary registration assistant hours. Only offer 2 complimentary days of information booth staffing to city-wide groups.

Goal 1: Provide Internet housing bureau services to multi-hotel groups

STRATEGIES:

- Host annual hotel housing meeting with hotel reservation staffs to prepare for upcoming year
- Develop and send housing agreements to contracted housing groups
- Plan housing set up for each group and create housing site
- Assign 15,500 reservations annually
- Complete housing for 12 citywide conventions
- Reconcile housing actuals picked-up for billing purposes
- Send housing staff to user group meetings for continued education on upgrades and trends for housing
- Promote housing bureau services to all tentative citywide groups
- Create a housing insert for packet to promote housing services to potential customers

Goal 2: Promote housing bureau, registration assistance and convention services to new bookings for revenue development

STRATEGIES:

- Develop new services promotional piece to include in service kits provided to booked conventions

- Review sales traces of booked groups and offer services to 1000 booked conventions
- Promote changes in registration assistance services to a fee-based service for all groups to increase profit generated to \$10,000
- Promote complimentary hospitality desk service for CVB citywide groups
- Attend promotional trips for select groups one year prior to Austin convention to encourage increased attendance and interest in Austin
- Continue to direct non-bureau booked customers to website for fee-based services in order to generate revenue from sale of collateral materials

Goal 3: Analyze and communicate customer needs to encourage partnerships and use of local resources

STRATEGIES:

- Host annual meeting with hotel services managers to ensure effective communication of convention expectations
- Provide e-marketing service to customers for promotion of their Austin conventions
- Continue online service-lead system to better track supplier referrals through upgrades in the database and greater usage of the bureau website
- Continue improvement of the Austin product by sharing results of e-mail surveys on a monthly basis to entities involved

- Continue involvement in industry organizations by serving on boards and committees and by attending industry meetings and conventions
- Participate in trade shows, fam trips, sales missions, site visits and special events to educate customers on services available through ACVB
- Attend pre- and post-convention meetings for feedback on the convention's Austin experience
- Send e-mail blast of new Austin services and calendar of events two months prior to convention to encourage increased length of stay
- Review educational opportunities for staff in industry conferences and meetings
- Offer software training for staff to maximize productivity

Goal 4: Work with Austin businesses and hospitality industry partners to develop awareness of conventions and share client needs and expectations

STRATEGIES:

- Distribute "All Access" Austin brochure highlighting downtown area restaurants, retail and nightlife offering discounts and/or promotions to convention delegates
- Send list of large groups to restaurants, retail outlets and venues one month prior to major conventions and events to assist in determining staffing levels and to build additional awareness of upcoming conventions
- Continue production and distribution of "sun visor" convention calendar to Austin cab drivers
- Track final convention pick-up numbers by utilizing database software
- Calculate direct dollar impact reports to share with industry partners
- Hold industry strategy sessions to evaluate the Austin product and identify areas of improvement
- Provide music to select conventions as a booking incentive while assisting music department

in marketing music as an integral part of all conferences

- Provide welcome receptions to select conventions as a booking incentive

Goal 5: Develop products and materials for promotion of Austin as a convention and travel destination

STRATEGIES:

- Establish a client tool kit with information and procedures for street closures, airport welcomes, banner installation and the permitting process
- Design "Austin in Box" promotional display piece for clients to use for prior year promotion
- Determine a new welcome amenity depicting Austin to present to customers upon convention arrival
- Identify prime conventions for installation of welcome banners at the airport based on room night and attendance criteria
- Coordinate production of 20,000 University Interscholastic League housing brochures to assist participants and spectators in securing reservations during annual state competitions and tournaments
- Encourage sale of Austin products to convention clients and hotels for promotional efforts

Goal 6: Enhance registration assistance program

STRATEGIES:

- Provide registration assistants with opportunity to work in the Visitor Center to gain additional knowledge of local attractions and events
- Purchase uniforms for registration assistant that identify them as ACVB staff
- Produce booth/mobile cart and brochure racks for use as information booth at conventions

MARKETING COMMUNICATIONS

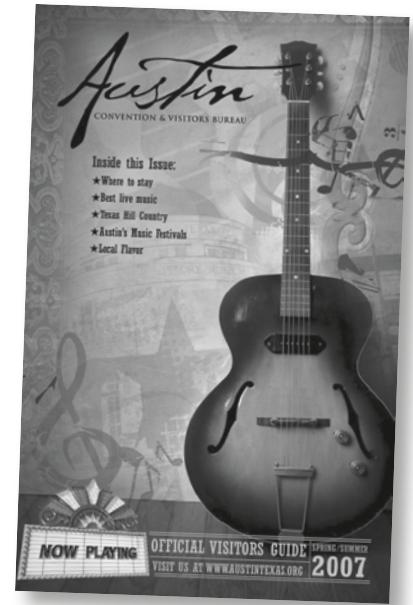
MISSION

The Marketing Communications Department increases awareness in the media and the public arena of Austin as a convention and leisure destination through effective public relations and advertising/marketing campaigns. The department coordinates advertising, promotions, publications, website, research and public and media relations programs for all departments. As the agency's official voice, the department delivers the message of the Austin CVB in a cohesive and comprehensive manner.

DEPARTMENT OVERVIEW

The department consists of three full-time employees. The staff includes a Director of Marketing Communications, Marketing Communications Manager and Media Relations Manager. Through integrated advertising/marketing campaigns, media placements and pro-active public relations efforts, the department communicates the organization's message to the media, public officials, hospitality industry partners, meeting planners and general public.

The Director oversees external and internal communications for the Bureau, serves as media spokesperson and works directly with the President & CEO on advertising plans, research, public policy issues and long-range, strategic projects. The Marketing Communications Manager is responsible for managing the website and interactive components, along with serving as a point person for the digital marketing center. This staff member also compiles online monthly reports, manages photo and video libraries and assists the director in the publishing of official guides. Response to media requests and inquiries primarily comes from the Media Relations Manager, who writes press releases, solicits editorial coverage, compiles monthly electronic newsletters, schedules media visits and works directly with media.



To supplement paid advertising campaigns, the Marketing Communications Department concentrates on strong media relations efforts to maintain Austin's high profile in the state, national and international media, and on local public relations initiatives to increase awareness of ACVB within the local community. Based on the 2007-08 marketing plan, the media value of coverage attained by the Bureau this fiscal year will top \$7.3 million and reach more than 90 million potential visitors.

Department responsibilities fall into six primary categories:

- **Media Relations**
- **Advertising**
- **Website Management/ Interactive Media**
- **Collateral Materials**
- **Publications**
- **Research**

MARKETING COMMUNICATIONS GOALS/ STRATEGIES, 2007-08

	Monthly Goals, 06-07	Monthly Goals, 07-08	Annual Goal 06-07	Annual Goal 07-08
Releases/ # Contacts	9/ 435	10/478	108/ 5,220	120/5,736
Media Inquiries	137	137	1,644	1,644
Media/Site Visits	7	8	84	96
Dollar impact of media	\$613,490	\$613,490	\$7.36 million	\$7.36 million
Advertising Responses	3,776	3,965	45,311	47,577
Images Issued	150	165	1,800	1,980
Website Visits	29,948	32,943	359,370	395,314

Goal 1: Increase media relations efforts and editorial placement

Continue pro-active media relations throughout 2007-08, primarily through press releases to local, regional and national media; and direct contact via email, telephone, media missions and hosting one-on-one media visits to Austin. Continue international efforts by working with and utilizing the public relations agencies employed by the State of Texas in the United Kingdom, Germany, Canada and Mexico.

STRATEGIES:

- Host an average of 8 individual journalists monthly (96 /yr)
- Respond to an average 137 media inquiries per month for editorial coverage
- Write and distribute 10 press releases per month to approximately 478 local, regional, national and international media contacts
- Actively participate in local Public Relations Society of America (PRSA) chapter and attend national PRSA convention/ media showcase
- Actively participate in Society of American Travel Writers (SATW) as associate member and attend annual Central States Chapter convention
- Participate with Texas Tourism at World Travel Market, London
- Attend Texas Travel Industry Association annual conference
- Host three media FAMs—spring (Cultural/ Culinary), fall (Music & Film) and meetings trade media

- Host Austin media/VIP tent during Big Apple Bar-B-Q Festival in New York City
- Host media event in Washington, DC during Smithsonian event
- Schedule media event/mission in Chicago in conjunction with Lollapalooza and Austin musicians (produced by Austin-based C3 Entertainment)
- Participate in “Austin Day” at Editorial Televisa media group, Miami
- Host media events in Houston & Dallas to promote summer vacation travel
- Host media area during *Austin City Limits* Music Festival
- Sponsor annual Batini contest for media during BatFest

Goal 2: Introduce new advertising creative; expand advertising campaigns with radio and cable television spots.

Direct advertising creative for both the leisure and meetings markets to capture the true essence of Austin and define it as one of the country's hottest, hippest cities—i.e., the music, the culture/ creative climate, the outdoors and its eclectic character. With statistics showing the leisure market having grown significantly since 2001 and with no signs of slowing, concentrate the majority of advertising in leisure areas. Carry over theme of print ads to radio and television.

STRATEGIES:

- Develop consistent, creative print campaign and marketing message carrying creative graphic elements of website, publications and collateral
- Develop comprehensive print media plan for key general interest regional consumer/ leisure travel publications targeting proven demographics within the drive market, including:
 - *Texas Monthly*
 - *Texas Highways*
 - *Southern Living*
 - *AAA publications in Texas, Midwest, Oklahoma & New Mexico*
 - *D Magazine*
 - *Houston Metropolitan Magazine*
 - *Fiesta (San Antonio Express News monthly)*
- Introduce campaign with “togethering” message—the most popular reason for travel since 9/11 has been to reconnect with family and friends, including multi-generational trips. Popular themes are “Girlfriend Getaways,” “Family Fun Vacations,” “Grandparents & Grandchildren Travel,” “Mother-Daughter Bonding,” “Father-Son Adventure Travel,” “Romantic Weekends,” “Retreats & Spas.”
 - *Arthur Frommer’s Budget Travel*
 - *Girlfriend Getaways*
 - *Oprah*
 - *Cooking Light*
 - *Shape*
 - *National Geographic Traveler*
 - *National Geographic Adventure*
 - *Men’s Journal*
 - *Outside*
 - *More*
 - *AARP Magazine*
- Create promotional insert for meetings and conventions market that expands on the area’s hotel and meeting venue package. Present insert as a co-op program to re-engage Austin area hotels and Austin Convention Center. Insert will be folded into a print media plan with key meetings & convention publications, as well as used in a direct mail campaign. Determine insertions in such publications as:
 - *TSAE Association Leadership*
 - *Meeting News*
 - *Associations Now*
 - *Meetings & Conventions*
 - *Successful Meetings*
 - *Meeting Professional*
 - *Convention South*
 - *USAE*
- Target multi-cultural meetings and tourism markets in key national publications, including:
 - *Black Meetings & Tourism*
 - *Black Enterprise*
 - *Hispanic Magazine*
 - *Hispanic Meetings & Tourism*
- Continue advertising/promotional partnership created with regional CVBs and attractions as “Gateway to the Hill Country” by running radio schedules—including live remotes and trip giveaways—in Houston, Dallas and San Antonio drive markets to promote summer travel
- Support radio campaign with print advertising buys in summer travel planner sections of Dallas Morning News, Fort Worth Star Telegram, Houston Chronicle and San Antonio Express News
- Develop cable television media plan for holiday season and introduce “Authentically Austin” television spot with footage highlighting 37th St. Lights, Armadillo Christmas Bazaar, Zilker Tree, Trail of Lights and “Rockin’ Christmas Party”
- Support efforts of other CVB departments with limited print advertising buys, including:
 - Sports Marketing—UIL Basketball program, *Sports Events* magazine
 - Tourism Dept.—*Texas Tour Guide* domestic & international
 - Music Marketing—quarterly music listings in *Texas Music*
 - Film Office—“thank you” ads in *MovieMaker* and *Billboard*
 - Austin Visitor Center—*Austin American Statesman*, *Austin Monthly*, *Tribeza*

Goal 3: Develop promotional materials to support efforts of convention sales & services, tourism, multi-cultural markets, sports commission and media relations

STRATEGIES:

- Work with Convention Center to contract new photography for digital image gallery used by ACVB in marketing the city, for use by clients in promoting meetings and events in Austin, and for editorial use by media
- Update promotional video/DVD with customized specific messages for Convention Sales/ Services, Tourism and general public relations
- Produce new rack brochure; address multi-cultural/ diversity markets
- Create digital marketing kit (CD & online version) for Convention Services
- Create housing insert to include in Convention Sales/ Services packets
- Create banners, signage and booth displays as needed for promotional/ marketing events and tradeshow

Goal 4: Continue production and distribution of quality publications

The Communications Department works closely with the editorial and sales staffs of Weaver Multimedia to produce the annual *Meeting Planner & Destination Guide* and the bi-annual *Austin Official Visitors Guide*; work with marketing and sales staff of The Map Network to produce city and downtown print maps and online interactive maps.

STRATEGIES:

- Provide listings and coordinate editorial direction of guides
- Provide listings, coordinates for maps; plot online maps
- Approve design and photography for guides and maps
- Coordinate distribution of Visitor Guides and Maps with Convention Services and Visitor Center

Goal 5: Research

Continuously monitor changing trends in both travel and meetings industry to efficiently and effectively implement the goals of all ACVB departments.

STRATEGIES:

- Develop and conduct Visitor Profile in conjunction with Weaver MultiMedia and Madden PrePrint
- Conduct multi-cultural research project
- Partner with University of Texas to capture more comprehensive economic impact information of UT events, i.e., home football games, Texas Relays, graduation weekend and other athletic events
- Work with local partners to capture economic impact information and demographics of such signature events as SXSW and ACL Music Festival

Goal 6: Website and Online Marketing

Continue to develop new and expand existing interactive marketing strategies; redesign website, build upon e-commerce offerings and expand marketing efforts to increase awareness of website.

STRATEGIES:

- Implement a new design for ACVB website. With the current site live since September 2005 and a new advertising campaign in place, a new design is needed for the site.
- Expand e-commerce activities on website to generate revenue from some 75,000 monthly site visits
- Set up an online store to offer hard sale items such as Austin music CDs, Austin t-shirts & other logo items, and Austin art prints/ posters
- In partnership with Weaver Multimedia, increase amount of paid placement listings on "Visit Austin" section of website by charging fees for enhanced listings to include photographs, logos and additional descriptions, sell online coupons and e-newsletter (leisure and industry) advertisements.

- Develop additional interactive tools for website that encourage repeat visits by visitors searching for destination information; 50 percent currently add the website to their favorite links
- Install flash videos on “Meeting Professional” section; implement other improvements to “Meeting Professional” section to make it more interactive and informative
- Implement new tools on site, such as better search functionality and video.
- Work with New Media Gateway to improve upon search engine optimization program. Use key phrases from advertising campaign to drive more traffic to the website.
- Further develop affinity promotions by creating online sweepstakes that include hotel accommodations, restaurant and attraction passes; email addresses collected during the sweepstakes can be sent a follow-up email further enticing them to book a trip to Austin
- Continue to evolve e-marketing campaigns by using segmented lists for interest-specific eblasts. Work with Weaver Multimedia to sell newsletter ads for blasts on specific, pre-determined topics.

TOURISM SALES & MARKETING

MISSION

The Tourism Sales & Marketing Department promotes and sells Austin as a leisure travel destination to the domestic and international travel markets by developing and implementing programs designed to generate room nights; increase visitation to attractions, heritage sites and cultural institutions; and to impact retail establishments, restaurants and transportation companies.

DEPARTMENT OVERVIEW

Tourism efforts focus on generating group and individual leisure travel business by increasing the number of Austin packages and tours available for purchase by consumers, both domestic and international. Tourism utilizes traditional sales strategies including tradeshow, sales calls and missions and familiarization tours to maintain this focus and further its marketing and sales efforts. In addition, Tourism develops both general and event specific travel packages to Austin that are available directly to the consumer via the ACVB website. The department also assists other Austin CVB departments with tourism product and infrastructure development initiatives.

The Tourism Department is committed to providing the best possible destination sales and marketing services to three key industry segments: domestic travel trade, international travel trade and online packaging. The priority is to sell packaged travel through domestic and international tour operators, wholesalers, incentive travel planners, group travel leaders, travel agents and online services. The services provided are designed to showcase Austin and the Texas Hill Country as a unique leisure travel destination in Texas and the U.S.

Tourism staff members provide local travel industry partners—hotels, attractions, restaurants, step-on guides, transportation companies, minority chambers, Austin-Bergstrom International Airport (ABIA), City of Austin and others—with the highest level of leisure travel business leads and business generation through cooperative marketing and packaging opportunities, familiarization trips, tradeshow and sales missions. Tourism assists ABIA in attracting and supporting air service to Austin and works with Austin's minority chambers to further develop minority constituency travel to Austin.

The Tourism Department consists of a Director of Tourism, who oversees the department's activities and handles the international travel trade, including Canada, Mexico, United Kingdom and Germany. The Tourism Sales Manager handles the domestic travel trade including tour operators, group leaders and travel agencies. A Tourism Coordinator supports the multi-cultural and tourism sales efforts.



MARKET UPDATE*

Austin remains the fourth most visited city in Texas behind Dallas, Houston and San Antonio, all major destinations with strong consumer awareness. In order to be competitive and continue gaining market share from these cities, Tourism must increase and maintain consistent sales and advertising and marketing efforts in the group and individual leisure travel markets, both domestic and international.

DOMESTIC

Over the past few years, Austin has experienced an upward trend in leisure travel visitation and destination spending. Americans are more likely to travel within the U.S., and Texans are more apt to travel within Texas. Likewise, travel is more apt to be done via automobile. This bodes well for Austin since 68 percent of total visitation is by Texans and 55 percent of travel to Austin is by car. The economic impact from 19 million annual visitors to the region is \$2.84 billion.

VOLUME AND SHARE

Texas continues to be one of the most visited states in the U.S. Changes in 2004 Texas travel volume reflect changes in the mix between leisure/business volume, day/overnight volume, and resident/non-resident volume. The number of travel parties, or stays, increased to 89 million in 2004 (up 1.4 percent). The leisure segment led this growth (up 6.7 percent) compared to the decline in business travel parties of the same magnitude (down 6.9 percent).

Texas' 193 million person trips in 2004 (6.7 percent of U.S. travel) was second only to California. Person trips increased slightly in 2004 (up 2.2 percent), a higher rate than stays volume due to a small increase in average party size. The leisure segment continued a seven-year trend of positive increases (up 6 percent). The business segment was down a significant level (down 7 percent) because the decline in the number of stays was coupled with a small decline in average party size.

Texas' 400 million person-days volume (6.1 percent of U.S. travel) ranked third behind Florida (10.3 percent) and California (10.3 percent). The increase in person days (up 2.7 percent) is due to positive changes in travel parties, or stays (up 1.4 percent), an increase in average party size (up 0.8 percent), an increase in average stay length (up 0.5 percent), and a small decrease in the number and

proportion of day trips (down 2 percent). Both the leisure and business segments grew in number of person days. Leisure grew due to the growth in the number of Leisure Stays; Business grew because a large decline in the number and proportion of business day trips more than offset a large decline in business stays. For comparison, the comp set states and the U.S. experienced growth in person-days volume (up 4 and 4.1 percent, respectively).

DEMOGRAPHICS

The demographic characteristics of Texas travelers are very similar to the averages for all U.S. travelers. Differences between Texans and non-Texan travelers are typically small.

- The average age of Texas travelers is 45 years, the same as the U.S. average.
- The average household income of Texas travelers is \$64,700, slightly lower than the U.S. average of \$68,700.
- Employment status is also similar; 13 percent of Texas travelers and U.S. travelers are retirees.
- Two-thirds of Texas person days are made by Texas residents (66 percent), a level second highest to California (70 percent) and about twice the proportion of the U.S. average (38 percent). The surrounding states produce a large share of non-Texas total person-days travel—Louisiana (9 percent), Oklahoma (9 percent), New Mexico (5 percent), and Arkansas (5 percent). Other important origin states are California (7 percent) and Florida (7 percent).

TRAVEL PATTERNS

Travel patterns for Texas travelers are similar to the U.S., but travel patterns for Texans often differ from non-Texans.

- Leisure travel accounted for 71 percent of total travel to Texas, the same as the 2003 level. Visiting friends and relatives was the primary stay purpose for visiting Texas by both Texans (27 percent) and non-Texans (39 percent).
- Texas visitors most often participate in touring-related activities (22 percent) and attractions-based activities (21 percent). Activity participation is similar for Texans and non-Texans.
- Texas travel parties contained an average 2.1 persons, the same as the U.S. average. The greatest proportion of travel parties contains one

person (42 percent). Male-female couples (26 percent) and families (21 percent) accounted for most of the remaining party composition types. Non-Texan travel parties more often contained only one adult and less often contained children.

- Overnight travelers to and within Texas stayed an average 2.6 nights in the state, slightly less than in 2003 and less than the U.S. average of 2.9 nights. Non-Texan stays are much longer than Texan stays (3.6 nights vs. 2.2 nights). Non-Texans are much less likely to be on a day trip compared to Texans (22 percent vs. 56 percent).
- Texas visitors most often stay in hotels or motels (37 percent) or with friends or relatives (34 percent). Auto travel in 2004 represented 71 percent of Texas travel, the same level as 2003. Air travel represented 19 percent of travel, higher than in 2003. Other travel modes, including RV, accounted for the remaining 10 percent. Air travel accounted for 45 percent of non-Texan travel.
- Texas travel parties spent an average \$456 per stay in 2004, up 7 percent from 2003. On a daily per-person basis, traveler spending was \$108, less than the national average of \$104. Non-Texans traveling to Texas spent an average of \$127 per person per day, compared to an average of \$98 for Texans. Among the major travel segments analyzed, spending is highest for non-Texan overnight business travelers (\$189).

INTERNATIONAL MARKETS

Mexico is the leading source of international travelers to Texas with an estimated 6,532,000 visitors traveling to Texas in 2005. Mexico travelers spent approximately \$3.6 billion in Texas in 2005. Texas Tourism contracts tourism representation services in Mexico to more effectively market and promote the Texas travel product to the travel trade, media and consumer traveler.

Canada is the second leading source of travelers to Texas and a leading source of visitors to the United States. In 2005, an estimated 305,000 visitors traveled to the state creating a travel spending impact of roughly \$232 million. Texas Tourism contracts tourism representation services in Canada to more effectively market and promote the Texas travel product to the travel trade, media and consumer traveler.

United Kingdom is the largest overseas travel market for both Texas and the United States. In 2005, an estimated 156,000 visitors traveled to Texas and spent approximately \$264 million on their travel. Texas Tourism contracts tourism representation services in the United Kingdom to more effectively market and promote the Texas travel product to the travel trade, media and consumer traveler.

Germany is the second largest overseas travel market for Texas with an estimated 76,000 visitors to the state in 2005. Germans spent roughly \$104 million on their travel to Texas. Texas Tourism contracts tourism representation services in Germany to more effectively market and promote the Texas travel product to the travel trade, media and consumer traveler.

France is the third largest overseas travel market for Texas with an estimated 68,000 visitors to the state in 2005. Visitors from France spent roughly \$112 million on their travel to Texas.

Japan is the fourth largest overseas market for Texas and the top market from Asia. In 2005, an estimated 66,000 Japanese visitors traveled to Texas creating an estimated economic impact of \$115 million.

**Information gathered from the State of Texas is based on the most recent data released, dating from 2003-2005.*

MARKETING GOALS/STRATEGIES 2007-08

	Monthly Goals 06-07	Monthly Goals 07-08	Annual Goals 06-07	Annual Goals 07-08
Missions/Tradeshows	1	1.41	17	12
Site Visits/FAM Tours	1	1	12	12
Inquiries Fulfilled *	130	58	696	1,560
Hotel Leads*	15.5	14	168	186
Tours Booked	18	12	144	216
Room Nights	355	355	4260	4,260

* Change in reporting results from following new DMAI guideline matrix for Tourism Sales reporting

Austin CVB Tourism Department plans to integrate a domestic travel-trade marketing strategy that combines the packaging opportunity of national tour operators, as well as the selling potential of drive market intermediaries through the implementation of a proactive and innovative initiative.

The domestic and international travel trade efforts incorporate the messages of ACVB's advertising and public relations campaigns to reposition Austin as a premier domestic and international leisure travel destination.

Goal 1: Generate increased room nights, visitation and business by group leisure travelers from domestic markets

Austin will participate at established national travel trade shows such as National Tour Association (NTA) Annual Convention and the American Bus Association (ABA) marketplaces, seeking opportunities at both shows to maximize exposure for participating partners. In addition, Austin CVB has developed online packages that generate increased visibility for the Austin product.

STRATEGIES:

- Attend 2008 NTA National Convention
- Attend 2008 American Bus Association
- TravelCom Trade Show
- Attend Travel Industry of America International POW WOW
- New York Times Trade Show
- Texas Travel Industry Association Travel Summit
- Participate in domestic sales missions
- Host site visits for individual domestic travel trade operators
- Work with tourism partners to host tour operator FAMs with NTA & ABA operators

- Develop itineraries for incentive travel, student groups and family reunions
- Develop online newsletter for travel trade clients
- Tour group online survey
- Conduct e-marketing campaign to all NTA and ABA tour operators in order to educate them on packaging Austin

Goal 2: Generate increased room nights, visitation and business by individual leisure travelers from domestic and international markets

STRATEGIES:

- Offer pre-fab and customized itinerary planning via ACVB website
- Attend POW WOW TIA International Trade Show
- Attend Addison Vancouver Trade Show
- Attend Canadian Addison Trade Show
- Attend ICTA Culinary
- Attend WTM Trade Show
- Attend Expo Vacaciones Trade Show
- Attend ITB Trade Show
- Attend ARLAM Trade Show
- Attend ARLAG Trade Show
- Attend International Travel and Leisure Show
- Attend OMCA
- Continue event specific online packaging (ACL Music Festival, Austin Fine Arts Festival, etc.)
- Host site visits and FAMs for international travel trade
- Develop e-marketing campaign for consumer database

Goal 3: Maximize the drive market to increase leisure tourism

Work with the American Automobile Association (AAA) to capture and maximize this market. AAA remains a leader in the domestic leisure travel market. Work with receptive operators through participation as a Preferred Tour Operator of AAA, a developer of AAA Motorcoach Tours and Fly/Drive America City Packages and as the supplier of AAA Negotiated Hotel Rates.

STRATEGIES:

- Target the following AAA clubs for e-marketing campaign and consumer show participation:
 1. AAA New Mexico
 2. AAA Oklahoma
 3. AAA Colorado
 4. AAA Kansas
 5. AAA Missouri
 6. AAA Arizona
 7. AAA Nebraska
 8. AAA Louisiana
 9. AAA Carolinas
 10. AAA Arkansas
 11. AAA Mid-Atlantic
- Promote Austin packages to AAA travel agents, travel counselors and members through educational seminars
- Direct e-marketing campaign to AAA agents and counselors that educates them on selling and packaging Austin
- Work with Communications Department to promote travel packages and coupon programs through media relations, including hosting travel-trade media FAM

Goal 5: Develop and generate local support and education for and about the Austin tourism industry**STRATEGIES:**

- Continued development and utilization of the Austin Tourism Council
- Host second annual ACVB Luncheon during National Tourism Week
- Participate in tourism related educational conferences and activities, including TTIA Unity Dinner, Travel Summit Legislative activities,

TACVB Education Seminars, Texas Hospitality Training with local partners

- Continue development of relationships with ABIA and airlines
- Generate opportunities for tourism partner cooperative programs

Goal 6: Generate travel and tourism related conference and meeting business leads**STRATEGIES:**

- Utilize leads from travel trade related organizations (TIA, NTA, ABA, RSA and SYTA, etc.), using these memberships to access databases and create leads to prospect
- Utilize leads from other industry contacts

Goal 7: Develop new consumer promotions to increase awareness of and travel to Austin

Innovative promotions should be used in collaboration with advertising, public relations and packaging development to increase Austin's market share of the leisure visitor. Promotions often involve some level of travel discount or incentive. The following promotional concepts utilize this proven tactic, while others leverage Austin's celebrity and proximity to nearby larger destinations. Many of these speculative promotional ideas include built-in, consumer media potential and trade news value.

STRATEGIES:

- Work with credit card companies to develop packages to promote to leisure travelers
- Work with airlines to increase hotel accommodations on their packaging website
- Continue creating itineraries to increase promotion of travel product
- Increase participation in online package program and coupon program
- New online booking engine allows ACVB to create additional product for the consumer, as well as service internal customers

HERITAGE MARKETING

MISSION

The Heritage Marketing Department provides a supporting role in the continued promotion of Austin as a tourism destination. Primarily, the department encourages extended stays in the city as it makes visitors aware of its distinctive culture and the array of examples of its historical and architectural features.

DEPARTMENT OVERVIEW

The Heritage Marketing Department directs several programs aimed at promoting the cultural heritage of the city. Among the most popular are the free, guided tours conducted from March through November of three National Register districts, the Capitol Grounds, as well as custom tours of the Texas State and Oakwood cemeteries. Approximately 5,000 people annually take advantage of this program, and hundreds more request brochures for self-guided tours.

As Congress Avenue sometimes referred to as the “Main Street of Texas,” is a National Register district, the responsibility of permitting and controlling signs along the avenue falls under the auspices of the Heritage Marketing Department and Historic Landmark Commission. Banners along East Sixth Street also require approval. Banners must comply with size specifications, colors and content and promote historic preservation, culture, ethnicity or tourism.

The department also administers a grant program for structures that are recognized as tourist destinations, owned by non-profit or governmental entities and open to the public on a regular basis. Funds are available through



two grant cycles, and each grant is limited to \$42,000. Applications are available online and require extensive information. This process involves a committee of the Landmark Commission, applicants and ACVB staff. The program had awarded more than \$2 million in grants. The match of more than \$9 million resulted in more than an \$11 million investment in redevelopment and preservation, which strengthens and contributes to the overall economy of Austin.

Heritage Marketing staff continues to maintain their association with several history related groups, such as the Heritage Society, Austin History Center, Travis County Historical Commission, Presidential Corridor Association, National Trust for Historic Preservation, Carver Museum, Austin Parks & Recreation, Friends of the Governor's Mansion, Historic Landmark Commission and Pioneer Farms. Affiliations with such groups helped to secure the 2010 National Trust Conference in Austin and resulted in co-sponsorship with the Heritage Society of Austin's annual antique show.

MARKETING GOALS/STRATEGIES 2007-2008

	Monthly Goals 06-07	Monthly Goals 07-08	Annual Goals 06-07	Annual Goals 07-08
Walking Tour Participants	410	425	4,920	5,100
Advertising Responses	1,500	1,500	18,000	18,000
Speakers Bureau	20	20	240	240

Goal 1: Promote and expand Austin's tourism efforts with heritage as a major component to both residents and visitors in order to increase and extend visitors stays and increase bed tax revenues

STRATEGIES:

- Continue guided and self-guided walking/driving tours and provide custom tours when requested, especially for FAMs
- Distribute walking tour fliers, brochures and other printed matter to special groups, historical entities and tour guide operators, as well as information for other destinations in the city and specifically for the Texas Travel Centers

Goal 2: Provide seed funding through the grants program for restoration and/or rehabilitation of historic sites/structures that attract tourists

STRATEGIES:

- Implementation of grant cycles
- Marketing of grants program
- Administration of grants projects
- Require more specific information for tourism projections

Goal 3: Create an ambiance on Austin's downtown streets (Congress Avenue and East Sixth Street) to identify and create an awareness of the historic and cultural significance of the city for visitors

STRATEGIES:

- Banner programs
- Observance of Black History Month
- Installation of Austin Landmark medallions on city-zoned historic structures

Goal 4: Increase the awareness of Austin as a premiere Texas destination for heritage tourism

STRATEGIES:

- Concentrate advertising efforts for increased and more identifiable results
- Provide various civic, governmental and non-profit groups with heritage related presentations

Goal 5: Assist in the expansion and marketing of the Austin Visitor Center

STRATEGIES:

- Provide advice and suggestions as to retail items available for tourists and visitors
- Respond to inquiries relating to historic facts about the city
- Assist in securing necessary approvals for banners, signs, permits, etc.

Goal 6: Update brochures that encourage tourism to Austin's historical attractions

STRATEGIES:

- Maintain the high standard and quality of brochures
- Establish partnerships with tourist destinations and accommodations that support ACVB

Goal 7: Expand and provide on-going training for staff

STRATEGIES:

- Attend the National Trust Annual Conference
- Attend the annual Texas Historic Preservation Conference
- Attend Travis County Historical Commission meetings
- Attend Austin Historic Landmark Commission meetings
- Attend Presidential Corridor Association meetings
- Attend meetings of the Heritage Society of Austin

Goal 8: Assist in generating new business for the Austin Convention Center

STRATEGIES:

- Generate prospecting leads for referral to Convention Sales
- Provide information to current partners to promote inquiries for Convention Sales

Goal 9: Expand existing and create new partnerships, particularly with multi-cultural markets.

STRATEGIES:

- Provide information and collateral pieces for multi-cultural groups
- Coordinate with the Heritage Society for tourism programs at Pioneer Farms

FILM MARKETING

MISSION

The mission of the Austin Film Office is to promote Austin and the surrounding area as premier locations for feature film and television projects, as well as electronic and print commercials; to expedite requests and assist film projects by serving as a liaison between the production companies, residents, business interests and governmental entities.

DEPARTMENT OVERVIEW

As currently structured, the film department has one full-time and one part-time employee. The director coordinates location scouts, reviews scripts and meets regularly with industry professionals. Staff members market Austin as a film location at tradeshow and other events. The director also works with production managers on location scouts and site visits. There is regular interaction with the Marketing Communications, Convention Services, Convention Sales and Visitors Center staffs.



MARKETING GOALS/STRATEGIES 2007-2008

	Monthly Goals 06-07	Monthly Goals 07-08	Annual Goals 06-07	Annual Goals 07-08
On-line Production Leads	30	35	360	420
Production Packets	6	8	72	96
Production Starts	1.25	1.25	15	15
Production Days	15	25	200	300
Number of Commercials	2	2	24	24

Goal 1: Enhance services to filmmakers filming in Austin or considering Austin as a location for filming

STRATEGIES:

- Provide the highest quality of service to filmmakers with the intention of establishing repeat business
- Work with city departments to improve services for filmmakers
- Educate productions on cost and time efficiency by using the Sales Department and their housing contacts
- Provide industry decision makers a state-of-the-art location package (Reel-Scout)
- Host a Texas Association of Film Commissions event in the Spring to showcase filming possibilities in Austin
- Attend Locations Expo tradeshow
- Co-host Austin Film Festival opening night reception
- Enhance and expand new online version of *Austin Production Guide*

Goal 2: Improve relations with local and national film industry partners

STRATEGIES:

- With significant news releases, advertisements, advertorials and editorial content, build upon the publicity generated through the Texas Association of Film Commissions and the Austin

Film Commission regarding the new financial incentives to filmmakers, enacted during the most recent Legislative session, and benefits of filming in Austin.

- Leverage resources of Texas Association of Film Commissions to participate and/or establish an Austin presence at an expanded menu of trade shows, film festivals and film-related events nationwide.
- Forge relationships with local vendors, production companies and ancillary businesses
- Plan event to coincide with Showbiz Expo in Los Angeles
- Co-host cast and crew screenings of local film projects
- Host a local Austin Film Industry appreciation event
- Place "thank you" advertisements in major trade publications for projects made in Austin

Goal 3: Educate local community of economic benefits of film industry

STRATEGIES:

- Increase presentations to community groups
- Work with Marketing Communications to develop press releases and free editorial

MUSIC MARKETING

MISSION

The Austin Music Office promotes Austin as the “Live Music Capital of the World®.” The diversity and abundance of Austin music—blues, rock, hip-hop, Latino, jazz, classical and country—draws millions of visitors to Austin each year. Leisure and business travelers are encouraged to visit nearly 200 live music venues throughout the city, take part in world-renowned music festivals and, when hosting a meeting or event, to book music utilizing the city’s 1,600 musical acts.

DEPARTMENT OVERVIEW

Austin’s success as both a business center and travel destination is greatly enhanced by its culture, which for decades has revolved around a vibrant live music scene. Capitalizing on this musically charged environment, the Music Office operates with one full-time employee. The department promotes the availability and accessibility of live music to convention and meeting event planners and markets Austin as a prime destination for music related conventions.



MARKETING GOALS/STRATEGIES 2007-2008

	Monthly Goals 06-07	Monthly Goals 07-08	Annual Goals 06-07	Annual Goals 07-08
Industry Contacts	55	55	660	660
Booking Assists	15	15	180	180
Sales Leads	.5	.5	6	6

Goal 1: Promote Austin as the Live Music Capital of the World® to visitors

STRATEGIES:

- Conduct a concentrated marketing effort promoting Austin's diverse live music scene to leisure travelers through the promotion of music events and special cultural offerings
- Augment Marketing Communications Department efforts by hosting journalists to increase editorial coverage about Austin music
- Assist Tourism Department in promotion of packages and tours involving music-related activities such as *Austin City Limits* Music Festival, Latino Music Month, Urban Music Festival and the Austin Fine Arts Festival
- Work to attract music industry meetings to Austin; work directly with groups after they are booked to ensure successful meetings that incorporate and involve local music commission
- Produce a compilation CD of Austin music and mini guide to music scene for 2008
- Produce a compilation CD of Austin Holiday music for the holiday season
- Enhance music information on Austin CVB website for visitors

Goal 2: Promote availability and accessibility of Austin music

STRATEGIES:

- Work with Convention Sales and Services departments to use music as an additional selling tool when competing with other destinations by assisting with site visits, materials and bookings for local events
- Manage the "Have You Hired a Musician Today?" program by assisting conventions, tradeshow and local businesses with booking recommendations for live music at events
- Book music for familiarization, sales, tourism and media events

Goal 3: Work with the City of Austin on music related issues, including reporting office activities to Austin Music Commission meetings and booking City Council music

STRATEGIES:

- Attend Austin Music Commission meetings to help execute goals for the music community and communicate activities of the music office
- Book all live music for weekly City Council meetings
- Work with Austin Airport in promoting live music at the airport and targeting increased music during peak times such as SXSW and NAMM
- Help promote "Music on the Plaza" series at City Hall
- Serve on the music task force to establish a Musicians Memorial at the Long Center

Goal 4: Work with community partners to strengthen the music community

STRATEGIES:

- Partner with local cultural organizations, such as the Austin Latino Music Association, Health Alliance for Austin Musicians, Diversified Arts, Pro Arts and other cultural arts groups to promote music events that bring visitors to Austin and raise the level of awareness of culturally diverse music
- Continue to partner with community and hospitality organizations such as the Downtown Austin Alliance, Austin Music Foundation, Texas Music Office, Austin Hotel Lodging Association and Austin Hospitality Association to promote the importance of the music industry
- Partner with and promote the variety of arts and music organizations working to make Austin the "Live Music Capital of the World®," including but not limited to Austin Lyric Opera, Austin Symphony and the Austin Chamber Music Center
- Continue to work with and partner with the local music community in promoting the growth and development of the local industry such as live music clubs, venues, recording studios, record labels and music instrument manufacturers

VISITOR CENTER

MISSION

The mission of the Austin Visitor Center is to increase visitor volume, length of stay and visitor spending by providing relevant visitor information, tours, retail merchandise and quality customer service. It is our goal to ensure that each individual who walks through the door receives excellent customer service, which helps to increase traffic through word of mouth as well as encourage repeat customers.

DEPARTMENT OVERVIEW

The department consists of a Director of Retail & Visitor Services, Manager of Visitor Services, Visitor Center Manager of Operations, Assistant Manager and two Information Specialists. The director is responsible for developing marketing strategies that include retail merchandising, licensed product development, tours and collateral materials. The managers help implement marketing strategies to increase revenue and manage all operational procedures at the center.

To better identify travel patterns and track visitor demographics, the staff surveys walk-in customers regarding their Austin experiences. This provides the Visitor Center and downtown community with better knowledge of ways to improve the overall visitor experience, as well as encourage return visits from out-of-town visitors and locals.

The Visitor Center remains a cornerstone presence on East Sixth Street. Staff members work with Austin Police Department, Downtown Austin Alliance and Austin Tour Association to set operational procedures during street closures and annual events. They also routinely conduct educational presentations about Austin to various community and corporate groups, University of Texas clubs and organization, as well as local travel associations.



Year to date (June 2007), retail revenue is up 5 percent over last year. The center has achieved its primary revenue goal that allows it to operate independently of ACVB funding. Among the retail successes this past year, the center introduced its first licensed product—a private water bottle label used for small convention groups, weddings and sporting events—and began selling the *Austin Music Vol. 6* CD on the website.

To continue its growth, the department needs to focus on five goals:

- **Community presence**
- **Strengthen visitor services network**
- **Increase revenue**
- **Evaluate visitor surveys**
- **Expand volunteer program**

MARKETING GOALS/ STRATEGIES 2007-2008

	Monthly Goals 06-07	Monthly Goals 07-08	Annual Goals 06-07	Annual Goals 07-08
Walk-in Inquiries	11,000	11,000	132,000	132,000
Call-in Inquiries	1,800	1,800	21,600	21,600
Internet Inquiries	1,000	2,500	11,700	12,000
Visitor Request Fulfillment	7,200	7,400	86,400	88,800
Retail Revenue	\$55,416*	\$57,500*	\$665,000	\$690,000

* Average; retail revenue goals vary monthly

Goal 1: Work with downtown organizations to set procedures for special events

STRATEGIES:

- Attend Downtown Austin Alliance and Pecan Street Association meetings
- Work with APD and Downtown Rangers to implement better security procedures

Goal 2: Establish strong network within community to strengthen visitor services

STRATEGIES:

- Participate in Austin Guest Services Association to learn about new attractions and businesses
- Schedule visits to identify new venues and attractions for first-hand knowledge of Austin
- Speak to community and corporate groups

Goal 3: Increase revenue to off-set operational expenses

STRATEGIES:

- Introduce higher price-point merchandise to increase average sale from \$20 to \$25
- Develop e-mail blast to promote special events at the Visitor Center in order to attract locals
- Work with Marketing Communications and advertising agency to develop media buy plan for advertising special events/offerings at center
- Stock event-specific merchandise for high-profile

events such as *Austin City Limits* Music Festival, ROT Biker Rally, SXSW

- Increase website sales

Goal 4: Carefully evaluate visitor surveys to more effectively market Visitor Center

STRATEGIES:

- Increase cooperative marketing opportunities with local tourism industry attractions by including Visitor Center address and information on collateral materials of local partners such as Austin Duck Tours, Bat Conservation International, Lonestar Riverboat, etc.
- Increase number of tourism industry businesses participating in Visitor Center rack brochure program
- Increase annual rack fee from \$200 to \$225 per participating business
- Introduce "Sponsor of the Day" program to rack wall packages

Goal 5 Expand volunteer program

STRATEGIES:

- Work with DOVIA and Newcomers to increase the number of volunteers
- Register with local colleges for Visitor Center internships
- Update training procedures and policies

STAFF CONTACTS

Area codes are 512 unless otherwise noted

ADMINISTRATION

Robert Lander, President & CEO	583-7201
Roy Benear, Senior Vice-President	583-7259
Candi Diebel, Executive Assistant	583-7254
Julie Hart, Director of Finance	583-7205
Gina Palmertree, Finance Manager	583-7204
Melissa Bryan, Director of Information Technology	583-7208
Mitzi Pirkey, Information Technology Assistant	583-7211
Cindy Nale, Human Resources Manager	583-7207
Karen Case, Director of Administration	583-7202
Kym Rusch, Receptionist	583-7203
Mark Williams, Runner/Operations Coordinator	583-7251

CONVENTION SALES

Rob Hampton, Vice President of Sales	583-7269
Mary Kay Hackley, Dir. of Industry Relations and Strategic Sales	583-7215
Shannon Cannon, Assistant Director of Sales	583-7214
Kelly McBride, Midwest Account Director	583-7216
Donna Cottle, Account Director	583-7217
Maurice McCloney, Account Director	583-7241
Alysia Tata, Account Director	583-7219
Lisa Perry, Executive Meetings Manager	583-7265
Suzanne Burkard, Exec. Regional Sales Support Manager	583-7221
Lindsey Thomas, Executive Meetings Manager	583-7258
Susan Richardson, Sales Coordinator	583-7206
Christine Cramer, Sales Analyst & Programs Manager	583-7218

EASTERN REGIONAL OFFICE (WASHINGTON, DC)

Mark Szymczak, Director, New Business Development	703-963-0759
Kumi Anzalone, Director of National Accounts	703-647-7507
Meredith Brown, Account Director of Eastern Regional Sales	703-647-7506

MIDWEST REGIONAL OFFICE (CHICAGO)

Sarah McCabe, Director of Midwest Regional Accounts	312-829-1343
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AUSTIN SPORTS COMMISSION

Matthew Payne, Executive Director	583-7257
Matt Wilson, Account Director	583-7212

CONVENTION SERVICES

Linda Atkins, Director of Convention Services	583-7222
Janice Foster, Assistant Director of Convention Services	583-7224
Rose Curran, Housing Manager	583-7225
Betsy Richardson, Convention Services Manager	583-7223
Jerry Esters, Convention Services Coordinator	583-7249

STAFF CONTACTS

(CONT.)

MARKETING COMMUNICATIONS

Cynthia Maddox, Director of Marketing Communications	583-7209
Katie Cook, Marketing Communications Manager	583-7245
Beth Krauss, Media Relations Manager	583-7210

TOURISM SALES & MARKETING

Adriana Jimenez, Director of Tourism and Cultural Marketing	583-7228
Amy Bauer, Tourism Coordinator	583-7200

HERITAGE MARKETING

Betty Baker, Director of Heritage Marketing	583-7226
Marian Augustine, Heritage Marketing Coordinator	583-7227
Ed Van De Vort, Tour Guide	583-7233

MUSIC AND FILM MARKETING

Gary Bond, Director of Film Marketing	583-7229
Rose Reyes, Director of Music Marketing	583-7230

VISITOR INFORMATION CENTER

209 E. Sixth Street
Austin, TX 78701
866-GO-AUSTIN 478-0098

Cheri Winterrowd, Director of Retail & Visitor Services	583-7255
Suzanne Watson, Manager of Operations	583-7240
Harrison Eppright, Manager of Visitor Services	583-7237
Cynthia Trenckmann, Visitor Center Asst. Manager	583-7235
Barbara Maloney, Visitor Center Assistant	583-7234
Jimmy Rittenberry, Visitor Services Assistant	583-7234

